Doctrine

FORCE MULTIPLIER

Joint Publication 2-0, *Doctrine for Intelligence Support to Joint Operations*, provides an overview of intelligence support for joint operations. Unlike an earlier version that appeared in 1995, designed as a stand-alone volume, the new pub relegates many details to supporting documents. But the key themes remain and permeate the discussion, advising joint force commanders on the qualities of intelligence and maximizing its contributions. At the same time the pub stresses that JFCs must bring intelligence staffs into both decisionmaking and planning processes from the outset of an operation. Above all, intelligence (J-2) and operations (J-3) staffs must work together to ensure that mission objectives and strategy established by JFCs can be implemented effectively.

Joint Pub 2-0 outlines both the support intelligence offers and the role it can play in military operations. The pub presents a conceptual model of the intelligence process, although part of the description of various phases of the intelligence cycle is prescriptive rather than real life. While dissemination of intelligence to senior consumers works well, it reaches various echelons in the field less smoothly. The challenge for timeliness remains, particularly on the tactical level.

The need for flexibility by intelligence staffs is emphasized. Interaction of various phases of intelligence can disrupt the normal sequence; and urgency can dictate the complete omission of some phases. Joint Pub 2-0 treats the responsibilities and tasks of intelligence on the strategic, operational, and tactical levels. Again the flexibility and requirements for early J-2 participation in planning and decisionmaking is highlighted. Joint intelligence also is presented as an integral part of an overall command, control, communications, computers, and intelligence structure which enables an unbroken flow of information among national, theater, and field intelligence agencies. It provides a seamless integration of the decisionmaking cycle with all intelligence phases to ensure access by commanders to the latest data. Recognition of requirements to synchronize these efforts underscores the need for collaboration between operators and intelligence officers. This precisely designed architecture facilitated the performance of organizations including the Defense Intelligence Agency, National Military Joint

Intelligence Center (NMJIC), theater joint intelligence centers, and joint intelligence support elements in the field during Desert Storm and Joint Endeavor.

Current intelligence doctrine reflects the technology of the late 1990s. The need to support JFCs in visualizing battlefields and gaining information superiority is crucial in military operations. Doctrinal precepts, particularly those related to joint intelligence architecture, have been adapted to a high-tech environment. Technology in turn provides a new dimension to intelligence operations. For example, Task Force J-2 has been able to request support from service intelligence centers and those outside a theater of operations. But with virtual capabilities, including video teleconferencing and other electronic media, such a federated effort can operate more effectively in real time.

One vital aspect of the architecture is the capability for communications and data transfer. The need for real-time information and analysis has made the multimedia-capable joint worldwide intelligence communications system (JWICS) the standard mode of transmission of sensitive and compartmented intelligence as well as other data. Though there are still elements with incompatible computers, all echelons of a theater command structure can talk to counterparts in other theaters or Washington on any level of classification. For instance, during operations in Haiti, the President used video teleconferencing in NMJIC to speak with the various commanders.

Joint Pub 2-0 should not only be required reading for J-2 staffs and other members of the intelligence community, but also for joint commanders and their staffs. Military consumers should understand how to make intelligence work for them. JFCs must drive intelligence, which remains an indispensable ingredient in their calculations. **JFQ**

ALSA PUBLICATIONS

The Air Land Sea Application Center (ALSA) is tasked to develop multiservice tactics, techniques, and procedures to facilitate joint information exchange and operational solutions across the entire military spectrum, meeting the needs of warfighters. The following publications recently appeared: *Bomber Maritime Operations*; *Multiservice Procedures for Integrated Combat Airspace Command and Control*; *Introduction to Tactical Digital Information Link J and Quick Reference Guide*; *MTTP for NBC Defense of Theater Fixed Sites, Ports,*

and Airfields; and *Suppression of Enemy Air Defenses* [find these as well as other related titles on the ALSA Web site at http://www.dtic.mil/alsa]. **JFQ**

Lessons Learned

GROUND ZERO

The Joint Warfighting Center (JWFC) was established in 1994 while the Joint Center for Lessons Learned (JCLL), one of its elements, became operational in 1998. The JCLL mission is to collect, analyze, and distribute lessons learned, issues, and observations from operations, training events, and other sources to enhance combat effectiveness and interoperability of joint forces. Thus JCLL addresses issues including methodology for collecting lessons (such as joint after action reports), representing these lessons in a database (such as unclassified lessons on the Internet and classified lessons on SIPRNET), publicizing information on JCLL to promote lesson sharing (such as those activities published in JCLL bulletins), and technologies for lessons learned processes.

The joint after-action reports database was developed for the joint warfighting community. When alerted for a contingency, U.S. forces can consult the data for lessons learned from previous operations. Currently there are 1,900 active lessons in the JCLL database.

For more information, write to: Commander, U.S. Joint Forces Command, ATTN: JWFC (Code JW4000), 116 Lakeview Parkway, Suffolk, Virginia 23435–2697; Fax at (757) 686–6057; or send e-mail to jcll@jwfc.jfcom.mil; or via the Internet at http://www.jwfc.jfcom.mil/dodnato/jcll/. **JFQ**

History

KOREAN WAR

The Air Force Historical Foundation and Air Force Historian will host a symposium on "Coalition Air Warfare in the Korean War" on October 17–18, 2001, in Washington. For more details, write the Air Force Historian, ATTN: AFHSO, 200 McChord Street (Bldg. 94), Bolling Air Force Base, Washington, D.C. 20332–1111 or send e-mail to JacobNeufeld@Pentagon.af.mil. **JFQ**